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IN REPLY REFER TO

AGDA (M) (5 Nov 69) FOR OT UT 693242

21 November 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, 14th Transportation Battalion, Period Ending 31 July 1969

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2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:



ROBERT E. LYNCH
Colonel, AGC
Acting The Adjutant General

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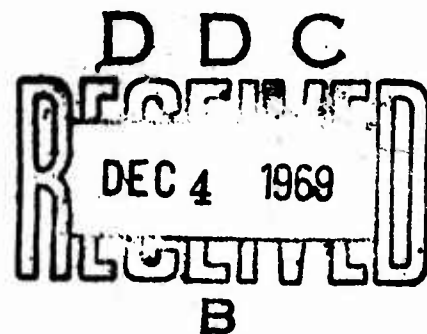
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DEPARTMENT OF THE ARMY
HEADQUARTERS, 14TH TRANSPORTATION BATTALION (AM&S)(GS)
APO 96240

AVGFH

12 August 1969

SUBJECT: Operational Report of 14th Transportation Battalion (AM&S)(GS)
for the Period Ending 31 July 1969, RCS: CSFOR-65 (RI)

THRU: Commanding Officer
34th General Support Group (AM&S)
APO 96309

TO: Headquarters
AC of S Force Development
Washington, D.C. 20310

1. Section 1. Operations: Significant Activities

a. The 14th Transportation Battalion (AM&S)(GS), located in Nha Trang (OP039520) is organized under TO&E 55-66F/55-66FP02 (see attached organizational chart) providing aircraft maintenance (direct, backup direct, and general support) and supply support for all Army aircraft (approximately 950) located within the RVN II Corps Tactical Zone. The battalion also provides supply support for US Air Force UH-1F aircraft, avionics support for USAF CV-2 aircraft, Navy and Army P2-V aircraft. The battalion mission further includes inprocessing and retrograde of aircraft and aircraft recovery responsibility in the I and II Corps Tactical Zone. To accomplish this mission the battalion provides command and control for a Headquarters Company, three (3) Direct Support Aircraft Maintenance Companies, one (1) General Support Aircraft Maintenance Company and one (1) Avionics and Electronics Support (Prov) Company.

(1) The 79th Transportation Co (DS) at Qui Nhon (CR085220) provides direct support maintenance and technical supply support for all Army aircraft in the northeastern sector of the II Corps Tactical Zone (308 aircraft). The 79th Trans Company's Area of Operations (AO) extends from the southern border of I Corps south of Chu Lai (BT537062) to vicinity of Phu Hiep (00245364) and west from the sea to the highlands west of An Khe (BR478447). The 79th Trans Co has the largest direct support supply mission within the battalion AO having a stockage list of almost sixteen thousand (16,000) lines of supplies. This unit retrogrades and inprocesses the majority of aircraft processed by this battalion and is also the control DSU for the Theater Aircraft Repairables Program (TARF).

FOR OT UT
693242

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for the Period Ending 31 July 1969, RCS: CSFOR-65 (RI)

(2) The 604th Transportation Co (DS) at Camp Holloway in Pleiku (AR783500) has direct support maintenance and supply responsibility for aircraft in the northwestern sector of the II Corps Tactical Zone (360 aircraft). The 604th Trans Company's AO extends from An Khe in the east to the international boundary on the west and from Dak To (ZB012216) in the north to Plei Me (ZJ163057) in the south.

(3) The 608th Transportation Co (DS) at Dong Ba Thin (CP032295) has direct support maintenance and supply responsibility for aircraft in the southern half of the II Corps Tactical Zone (295 aircraft). The 608th Trans Company's AO is the largest in the battalion extending from the sea westward to the international boundary and in the north from Plei Me to Phan Thiet (AN801068) in the south. This unit inprocessed an average of approximately four (4) new or IROANed UH-1 aircraft per month during the past calendar year.

(4) The 540th Transportation Co GS is located in Qui Nhon with general support maintenance and aircraft recovery responsibility for all Army aircraft in the II Corps Tactical Zone. The 540th Transportation Co has the largest general support AO in the RVN. Additionally, this unit has responsibility for the CH-47 12th Periodic Inspection Program and is the repair facility for the TARP.

(5) AVEL Company North (Prov) provides (DS/GS) avionics maintenance support for all Army and limited Air Force/Navy aircraft in the II Corps Tactical Zone (over 1,100 aircraft). The company Headquarters and the 1st platoon are located in Nha Trang servicing the 608th Trans Company's AO. The remaining two platoons are collocated with the 604th and 79th Trans Companies supporting customers within their respective AO's.

b. Key Personnel Changes:

- (1) 28 June 1969 - MAJ Owen R. Thompson assumed command of the 79th Transportation Company (DS)
- (2) 28 June 1969 - MAJ Daniel T. Madish assumed command of the 604th Transportation Company (DS)
- (3) 28 June 1969 - CPT John R. Baumgarten assumed command of AVEL Company North (Prov)
- (4) 28 June 1969 - LTC James J. O'Connor was assigned as Battalion Executive Officer
- (5) 29 June 1969 - MAJ Grover C. Snipes assumed command of the 540th Transportation Company (GS)
- (6) 1 July 1969 - CPT Al H. Bemis was assigned as Battalion Stock Control Officer

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- (7) 7 July 1969 - CPT Dominick A. Papaleo was assigned as Adjutant
- (8) 12 July 1969 - MAJ Donald E.S. Merritt was assigned as S-3 Officer
- (9) 20 July 1969 - CPT Jesus M. Romero Jr was assigned as Plans & Training Officer

c. Awards and Decorations: The following awards and decorations were presented: ten (10) Bronze Stars, twenty-three (23) Army Commendation Medals, twenty (20) Air Medals, one (1) Legion of Merit, and four (4) Purple Hearts.

d. Facilities: All companies of the Battalion continued to be engaged in constant renovations of billeting, latrine, and messing facilities during this reporting quarter (on a self-help project basis). All units are also replacing sandbag fortifications with permanent placements wherever possible in order to reduce the number of sandbags utilized by this Battalion. No new engineer construction was initiated within the Battalion during the reporting period.

(1) 604th Trans Co (Pleiku): The permanent hangar is 92% complete, all exterior work is completed. Interior work has stopped due to lack of materials. Completion date is estimated to be 21 days after receipt of the materials. Construction of a new ramp covered with M8A1 matting was completed in June 1969, and the entire maintenance facility was moved into the new hangar. Additionally, the unit has completed several self-help projects in the company area, and work continues on the bunker and perimeter improvement programs.

(2) 608th Trans Co (Dong Ba Thin): The technical supply warehouse is 96% complete, with an anticipated completion date of 15 August 1969. However, it is now being utilized for certain technical supply functions, along with internal work (e.g. bin location, office space, etc.) which is being accomplished by unit personnel. It is expected that full operation will be conducted from this warehouse before final acceptance from the engineers.

(3) 79th Trans Co (Qui Nhon): The welding shop of this unit along with the welding shop facilities of the 540th Trans Co. were consolidated to provide increased service and utilization. A new Arms Room was completed with triple lock security. To improve security, a chain link fence is being installed around the technical supply section, outside storage area, high dollar item area and the ammunition bunker area. The major renovation of billets was completed, to include hardening surfaces on all bunkers. Also a concrete sidewalk complex was completed. The communication section was renovated resulting in increased security, hardening surfaces on bunker complex, concrete walkways, doublet antenna erected, repositioning of communication equipment to reduce noise interference, and alternate lines were strung to improve communication to all defense bunkers.

(4) 540th Trans Co (Qui Nhon): Renovation of the BEQ is completed, and the BOQ is approximately 70% completed. Construction of a chain link perimeter fence has been delayed until 15 Sep 69, due to material shortage.

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A completely new and enclosed electrical repair shop, wired for commercial power, was completed on 21 June 1969. With the introduction of this new facility, the unit's capability for testing and repairing UH-1 aircraft starter-generators has doubled. The addition to the consolidated mess hall (79th & 540th) was completed on 15 June 1969. Another self-help project, still in progress, is the improvement on the CH-47 revetments located in the southeast triangle area; unserviceable material is being replaced with salvaged M-8 matting. The concrete pad with maintenance pit for the new mobile turbine engine test cell was completed on 22 July 1969, the new test cell will commence operations on 20 August 1969. The space now utilized by the test cell will be used as an additional hover/run-up area for maintenance aircraft.

c. Mission Operations and Training: The battalion engaged in mission operations the entire period. Unit training, including USARV required subjects, were integrated into the unit's operational day. No unit movements occurred during the reporting period.

(1) In-Country Aviation Refresher Training (ARTS): The following number of personnel received in-country training in courses listed below:

<u>(a) Airframe Courses</u>	<u>Personnel Graduated</u>
UH-1D & H	8
UH-1G	6
OH-6A	9
CH-47	4
<u>(b) Engine Courses</u>	
T53-L11	11
T53-L13	9
T55	8
T63	9
<u>(c) Supply</u>	4
<u>(d) Armament</u>	5
<u>(e) Avionics</u>	13

(2) Aircraft Recovery Operations: During the reported period the direct support companies of this battalion rigged 63 aircraft for aerial recovery. Of this total, 6 were field extractions (recoveries conducted from areas temporarily secured by friendly forces for the recovery) and the remaining 57 aircraft were maintenance evacuations (secured area to secured area).

(3) Flight Operations: During the reported period elements of the battalion compiled over 2,159 combat support missions and 1,893 flying hours in support of the assigned mission. There were no battalion aircraft accidents or incidents during this quarter.

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f. Aircraft Maintenance:

(1) Number of aircraft repaired and returned to service: During the reported period 792 aircraft were repaired and returned to service by units of this battalion.

(2) Aircraft In-Processing, Retrograde, and Salvage: A total of two hundred fourteen (214) aircraft were in-processed, retrograded or salvaged by elements of the battalion during the reported period. Eighty-four (84) new or IPO'd aircraft were processed into RVN, seventy-eight (78) were retrograded out of country and fifty-two (52) were salvaged during this quarter. Aircraft processed by type and model follows:

<u>TYPE A/C</u>	<u>INPROCESSED</u>	<u>RETROGRADE</u>	<u>SALVAGE</u>	<u>TOTAL</u>
AH-1G	0	5	3	8
CH-47	3	7	0	10
OH-6A	8	12	14	35
UH-1	73	51	28	151
O-1	0	0	6	6
OV-1	0	0	1	1
U-1	0	2	0	2
U-6	0	1	0	1
TOTALS:	84	78	52	214

g. Air Armament: During the reported period Aircraft Armament shops of this battalion repaired and returned to service the armament systems listed:

<u>SYSTEM</u>	<u>540th</u>	<u>604th</u>	<u>608th</u>	<u>TOTAL</u>
A/C Insp	50			50
XM-27	2	2		4
M-5	13	2		15
M-21	261	172	71	504
M-28	27	77		104
M-60	99	27	6	132
XM-18	8	2		10
M-16	1			1
XM-27E1		1		1
M-134	4	4		8
M-23	15			15
XM-18E1	10	11		21
XM-156		2		2
TAT-102		2		2
TOTALS:	490	302	77	869

h. Technical Supply Operations: Continued emphasis was directed towards improved technical supply management and operations during the period. Particular attention was focused on purification of authorized stockage

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for the Period Ending 31 July 1969, RCS: CSFOR-65 (RI)

lists (LIS), improved customer reconciliations, depot liaison, improved editing procedures, increased surveillance of stocks released for transportation and improved accounting procedures for unserviceable reparable.

(1) Technical Supply Performance: The following figures are representative weekly averages of this battalion's supply performance for the reported quarter:

	<u>79th</u>	<u>604th</u>	<u>608th</u>
Average Demands Received	2,310	1,609	1,283
Average Lines LIS	16,346	11,311	9,904
Average Lines LIS Zero Balance	5,962	3,695	2,738
Average Satisfaction	64.7%	62.9%	64.6%
Average Accomodation	79.3%	79.1%	77.9%

(2) Turn-in of Serviceable Excess: Continued emphasis was directed by all companies toward the identification of serviceable excesses, purification of LIS's and return of serviceables to Depot Stock. The return of excess lines with a dollar value for the reported period is depicted below:

<u>UNIT</u>	<u>NUMBER OF LINES</u>	<u>DOLLAR VALUE</u>
79th Trans Co	4,618	\$1,168,611
604th Trans Co	5,077	1,343,287
608th Trans Co	6,215	1,249,215
TOTAL	15,910	\$3,761,113

(3) Retrograde of Reparables: The processing of reparable for retrograde continued to represent a substantial portion of the workload for all DSSA's. Monthly shipping tonages of the quarter are identified below:

<u>MONTH</u>	<u>IN-COUNTRY</u>	<u>OUT OF COUNTRY</u>
May	61.4 s/t	156.9 s/t
June	9915 s/t	124.5 s/t
July	48.0 s/t	112.6 s/t
TOTAL	151.0 s/t	401.0 s/t

1. Unit Supply and Maintenance Management: The Battalion received and passed the Annual General Inspection during the quarter. During the preparation phase, units were thoroughly inspected by the S-4 Section of Battalion Headquarters. Areas covered during the preparation for these inspections were:

(1) Unit Supply

(a) Property Books

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for the Period Ending 31 July 1969, RCS: CSFOR-65 (RI)

- (b) All supply records
- (c) CBR equipment
- (d) Prescribed load lists
- (e) Equipment storages
- (2) Unit Mess
 - (a) Sanitation
 - (b) Records
 - (c) Food preparation
- (3) Arms Room
 - (a) Ammunition stockage level and rotation policy
 - (b) Inspection of weapons
 - (c) Safety procedures
 - (d) PLL Inspection
 - (e) Security
- (4) Motor Pool
 - (a) Inspection of each vehicle
 - (b) PLL Inspection
 - (c) Storage procedures
 - (d) Preventative maintenance
 - (e) Direct exchange and requisitioning procedures
 - (f) Motor pool records and reports
 - (g) Shop and maintenance procedures
 - (h) Operator's training and licensing
 - j. Avionics Activities:

(1) AVEL Co North (Prov)(Nha Trang): This unit initiated an inventory to determine what was in excess to their needs. Results were a turn in of items in the amount of \$862,717.40. This constitutes a cost reduction by

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this unit, and makes available to other units maintenance float items and recoverable repair parts that are in critically short supply. An inter-service agreement was negotiated with the U.S. Air Force to utilize their precision measurement equipment laboratory at Cam Ranh Bay. This facility will be used to repair and calibrate all test equipment within this unit. This procedure has reduced the down time of all test equipment, and it is anticipated that further reduction of test equipment inventories will be possible within this unit.

(2) Maintenance Evaluation Visits: A maintenance evaluation team comprised of representatives from AVEL Company, 17th CAG, Collins FSR, and ECOM representatives visited the following units this quarter to determine the capabilities, shortcomings and problems being encountered by these units and to render required assistance:

- (a) 414th Signal Detachment
- (b) 822nd Signal Detachment
- (c) 208th Signal Detachment
- (d) 65th Signal Detachment
- (e) 296th Signal Detachment
- (f) 832nd Signal Detachment
- (g) 70th Signal Detachment
- (h) 448th Signal Detachment

(3) Schools: Schools attended during this reporting period are as follows:

- (a) SLME School - 10 students attended and graduated
- (b) Doppler School - 3 students attended and graduated

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SUBJECT: Operational Report of 14th Transportation Battalion (AM&S)(GS)
for the Period Ending 31 July 1969, RCS: CSFOR (RI)

2. Section 2. Lessons Learned: Commanders observations, evaluations and recommendations.

a. Personnel:

(1) Shortage of Basic Entry MOS's (67A10, 68A10).

(a) OBSERVATION: This battalion is authorized fifty-two (52) MOS 67A10 personnel and has only thirteen (13) assigned. Likewise, fifty-one (51) MOS 68A10 personnel are authorized with none (0) assigned.

(b) EVALUATION: These shortages require that senior aircraft and component repairmen be utilized to accomplish the duties of these lower skilled personnel. This results in a loss of skilled manpower. The impact of these shortages has been tolerable only because of the augmentation of civilian contract personnel.

(c) RECOMMENDATION: That appropriate action be initiated to fill existing shortages. Any significant reduction in the number of civilian aircraft mechanics would greatly aggravate this problem.

(2) Shortage of Rotary Wing Tech Inspectors (MOS 67W20).

(a) OBSERVATION: This battalion is authorized thirty (30) rotary wing tech inspectors and only eighteen (18) are assigned.

(b) EVALUATION: The rotary wing tech inspector is one of the key personnel within this organization. He not only assures the highest quality standards are enforced, but he normally assists in training inexperienced mechanics. The current shortage is creating a bottleneck in maintenance operations.

(c) RECOMMENDATION: Action be taken to increase the Rotary Wing Tech Inspector assets within USARV.

b. Operations: None

c. Training: None

d. Intelligence: None

e. Logistics: Delivery of Aircraft Repair Parts to units of this command.

(1) OBSERVATION: Slow delivery of aircraft repair parts to DSSA's within this command is causing a delay in returning aircraft to the user.

(2) EVALUATION: Existing procedures to deliver priority O2 aircraft parts via Air Force transportation takes an average of seven (7) days. This time factor was developed as an average of random samples taken over a period of four (4) months for deliveries to the DSU's at Dong Ba Thin,

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for the Period Ending 31 July 1969, RGS: CSFOR (RI)

Qui Nhon and Fleiku from the depots at Saigon and Qui Nhon. It is felt that this sample is a reasonable basis for further investigation.

(3) RECOMMENDATION: That a study be conducted to determine ways and means of improving the delivery system for aircraft repair parts in the II Corps areas of RVN.

f. Organization: TOE 55-457E Inadequacies.

(1) OBSERVATION: TOE 55-457E does not provide sufficient supply platoon personnel to effectively operate under the existing workload.

(2) EVALUATION: The DSU's of this battalion are carrying ASL's ranging between 10,000 and 16,000 lines. This is made necessary by the multiple types and categories of aircraft encountered in the area support mission within the II Corps Tactical Zone of RVN. Because the TOE authorization (TOE55-457E) of technical supply personnel within the DSU's is inadequate, each DSU has been augmented by approximately thirty (30) civilians. This has proven to be barely adequate for the workload.

(3) RECOMMENDATION: That TOE 55-500 series cellular augmentation teams be developed which can be added to DSU manning levels whenever operational requirements dictate.

 Samuel S. Walker

2 Incl

~~1. List of Organizations~~

~~2. Organizational Chart~~

Incls wd HQ, DA

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SAMUEL S. WALKER

LTC, TC

Commanding

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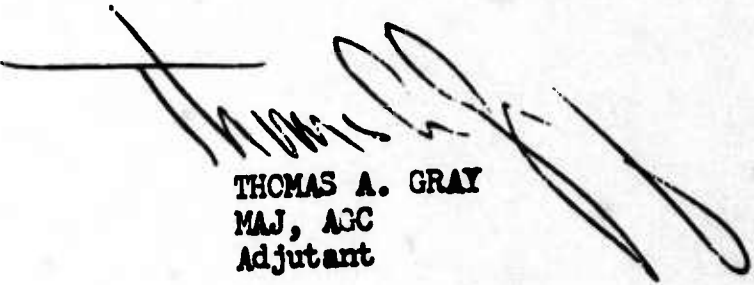
SUBJECT: Operational Report of 14th Transportation Battalion (AM&S)(GS)
for the Period Ending 31 July 1969, RSC CSFOR-65 (RI)

DA, HQ, 34TH GENERAL SUPPORT GROUP (AM&S), APO 96309 15 SEP 1969

TO: Commanding General, United States Army Vietnam, ATTN: AVHGC-DST
APO 96375

Concur with all recommendations as stated in Para 2, Section 2.

FOR THE COMMANDER:



THOMAS A. GRAY
MAJ, AGC
Adjutant

AVHGC-DST (12 Aug 69) 2d Ind
SUBJECT: Operational Report of 14th Transportation Battalion (AM&S)(GS)
for the Period Ending 31 July 1969, RCS CSFOR-65 (R1)

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375 3 OCT 1969

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 July 1969 from Headquarters, 14th Transportation Battalion (AM&S)(GS).

2. Comments follow:

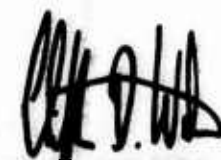
a. Reference item concerning "Shortage of Basic Entry MOS's (67A10, 68A10)," section II, page 9, paragraph 2a(1); nonconcur. The records of this headquarters reveal that the 34th General Support Group is on or above the USARV average in MOS 67A10 and 68A10.

b. Reference item concerning "Shortage of Rotary Wing Tech Inspectors (MOS 67W20)," section II, page 9, paragraph 2a(2); concur. A critical shortage of rotary wing technical inspectors has existed throughout USARV for a considerable period of time. The 34th General Support Group is currently below the USARV average of 70 percent and action is being taken to bring the unit up to the command-wide average. Priority of fill, however, remains with the combat elements of the command.

c. Reference item concerning "TOE 55-457E Inadequacies," section II, page 10, paragraph 2f; concur. (1) TOE 55-500K provides for six cellular supply teams, configured to provide support to transportation unit activities, i.e., harbor craft companies, depot companies and warehouse operations. Several of the teams, with modification, could be tailored for assignment to the supply platoon of the direct support companies. The unit should determine which cellular supply team with modification, would best satisfy its requirements and submit a recommended change to the TOE.

(2) In accordance with AR 310-31 and AR 310-44, recommendations for changes to section I, II and III of a TOE may be submitted to Headquarters, USACDC through command channels. Emphasis must be placed on recommending changes which will permit the most efficient and economical use of personnel and equipment.

FOR THE COMMANDER:



C. S. WILSON
1LT, AGC
Assistant Adjutant General

Cy furn:
14th Trans Bn
34th GSG

GPOP-DT (12 Aug 69) 3d Ind

SUBJECT: Operational Report of HQ, 14th Trans Bn (AMLS)(GS) for Period
Ending 31 July 1969, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 15 OCT 69

TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:



C. L. SHORTT
CPT, AGC
Asst AG

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Security Classification

DOCUMENT CONTROL DATA - R & D

(Security classification of title, body of abstract and indexing annotation must be entered when the overall report is classified)

1. ORIGINATING ACTIVITY (Corporate author)		2a. REPORT SECURITY CLASSIFICATION	
HQ, OACSFOR, DA, Washington, D.C. 20310		FOR OFFICIAL USE ONLY	
		2b. GROUP	
3. REPORT TITLE			
Operational Report - Lessons Learned, HQ, 14th Transportation Battalion			
4. DESCRIPTIVE NOTES (Type of report and inclusive dates)			
Experiences of unit engaged in counterinsurgency operations, 1 May 69 to 31 July 69.			
5. AUTHOR(S) (First name, middle initial, last name)			
CO, 14th Transportation Battalion			
6. REPORT DATE		7a. TOTAL NO. OF PAGES	7b. NO. OF REFS
12 August 1969		16	
8a. CONTRACT OR GRANT NO.		8b. ORIGINATOR'S REPORT NUMBER(S)	
b. PROJECT NO		693242	
c. N/A		8c. OTHER REPORT NO(S) (Any other numbers that may be assigned this report)	
d.			
10. DISTRIBUTION STATEMENT			
11. SUPPLEMENTARY NOTES		12. SPONSORING MILITARY ACTIVITY	
N/A		OACSFOR, DA, Washington, D.C. 20310	
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